

ASHESI UNIVERSITY COLLEGE

An investigation into the reasons for low attendance at Glo Premier League Matches in Ghana: A Focus on Accra Sports Stadium

By

OMAYMA HALABI-AHMA

Thesis submitted to the Department of Business
Administration Ashesi University College In partial
fulfillment of Bachelor of Science degree in Business
Administration

APRIL 2013

DECLARATION

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's

Signature:.....

Candidate's Name:.....

Date:.....

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by Ashesi University College.

Supervisor's

Signature:.....

Supervisor's Name:.....

Date:.....

AKNOWLEDGEMENT

Writing this paper has not been the easiest of journeys for me. On a personal level, I learnt a lot about myself. I also learnt that there are good people surrounding me that have provided me with enormous support.

All Praise Be to God the Almighty without Whom I would not have gotten even close to completing this.

Thereafter, I would like to thank my amazing family who has supported me through this journey. I am so blessed to have them in my life.

A special thanks goes to Nibrass Nour-el-Jalil whose moral support was a gift from God.

I would like to sincerely thank my supervisor, Professor Steven Armah. I have not been the easiest of under-graduates and I greatly appreciate his guidance and assistance of this project.

A huge thank you goes to Mr. Steve Ayo of Random House who provided me with golden advice and support. He was kind enough to assist me by providing me with the service of his professional

research company who undertook conducting the quantitative interviews.

Additionally, I would like to thank Mr. Soumya Saklani, Managing Director of Millward Brown for enabling me use the services provided by Millward Brown to process my data. A very special thank you goes to the Senior Data Analyst, Kwesi Kumi. Thank you so much for your assistance. I would also like to thank Data Analyst, Albert Cofie, Senior Data Analyst Samuel Kumasenu, Quality Control Executives Charles Assenso-Gyimah and Selorm Ani-Frimpong and Data Entry Executive Cecil Allotey for their assistance.

I would like to thank Mr. Hamidu Issakah of the National Sports Council who provided me with extensive information on the Glo Premier League and the football industry in Ghana. His generous efforts enabled me meet with individuals that greatly assisted me and he was important in helping me acquire records to back my problem statement.

I would like to sincerely thank Mr. Appau of the Accounting office at the National Sports Stadium who was critical in my acquiring the records of ticket sale trends. His effort is greatly appreciated.

Finally, I would like to thank Mr. Kofi Poku, an executive member of GHALCA for introducing me to a number of people that proved beneficial to my qualitative research.

Finally, an appreciation towards all that took part in my qualitative research, Mr. Hackman, Mr. Welbeck Abra-Appiah and Mr. Eric Kportie.

ABSTRACT

The football industry is one of the strongest industries in the world. It is capital intensive but boasts high revenues. Its impact on a nation is politically beneficial, socially beneficial and economically beneficial.

The Ghanaian Professional League – Glo Premier League is one that is not living up to its potential.

This research seeks to delve into the Glo Premier League and investigate the problems associated with it and that which causes the low stadium attendance at football matches

Table of Contents

CHAPTER ONE	8
1.1 INTRODUCTION AND BACKGROUND OF THE RESEARCH	8
1.2 FOOTBALL IN GHANA	9
1.2.1 A BRIEF HISTORY	9
1.3 GHANA'S PREMIER LEAGUE	11
1.3.1 STRUCTURE OF THE FOOTBALL INDUSTRY IN GHANA	11
1.3.2 EVOLUTION OF GHANA'S PREMIER LEAGUE	12
1.4 SIGNIFICANCE OF A PROFESSIONAL FOOTBALL LEAGUE	13
1.4.1 SIGNIFICANCE OF THE SUPPORTER AND STADIUM ATTENDANCE	15
1.5 PROBLEM STATEMENT	16
1.6 RESEARCH QUESTION	18
1.7 RESEARCH OBJECTIVES	18
1.8 RELEVANCE OF THE RESEARCH	19
1.9 OUTLINE OF THESIS	19
CHAPTER TWO	21
2 SPORTS	21
2.1.1 THE SPORT PARTICIPANT	21
2.1.2 THE SPECTATOR	23
2.2 SPORTS AND NATIONAL DEVELOPMENT	24
2.3 WHAT IS ASSOCIATION FOOTBALL	27
2.4 THE POWER OF FOOTBALL	29
2.5 UNDERSTANDING THE FACTORS THAT AFFECT SPECTATOR ATTENDANCE	30
2.5 THE EFFECT OF SATELLITE TELEVISION AND ITS EFFECTS ON STADIUM ATTENDANCE	32
CHAPTER 3	33
3.1 STUDY SCOPE	33
3.2 RESEARCH DESIGN	33
3.3 PROBLEM IDENTIFICATION	34
3.4 PHASE 1 – QUALITATIVE STUDY	34
3.4.1 SAMPLE – QUALITATIVE	35
3.4.2 INDEPTH INTERVIEWS	36
3.4.3 QUALITATIVE RESEARCH KEY INFORMATION AREAS	37
3.5 PHASE 2 – QUANTITATIVE STUDY	38
3.5.1 SAMPLE – QUANTITATIVE	38
3.5.2 QUESTIONNAIRES	39
3.5.3 FLOW OF QUESTIONNAIRE	39
3.5.4 ADMINISTERING THE QUESTIONNAIRE	40
3.5.5 QUANTITATIVE RESEARCH KEY INFORMATION AREAS	41
3.6 LIMITATIONS OF STUDY	41
3.7 ETHICAL CONSIDERATIONS	43
CHAPTER 4	44
4.1 INTRODUCTION TO FINDINGS	44
4.2 QUALITATIVE FINDINGS	44
4.2.1 OVERVIEW OF THE GLO PREMIER LEAGUE	44
4.2.2 ADMINISTRATION AND ORGANIZATION OF THE LEAGUE	44

4.2.3 CAPACITY OF VARIOUS STADIUMS IN ACCRA	45
4.2.4 COST OF TICKETS	45
4.2.5 DIVISION OF REVENUE BROUGHT IN BY STADIUM ATTENDANCE	45
4.2.6 IMPORTANCE OF A SUCCESSFUL GLO PREMIER LEAGUE GHANA	46
4.2.7 IMPORTANCE OF THE SUPPORTER AND STADIUM ATTENDANCE	46
4.2.8 LIMITATIONS AND CHALLENGES FACING THE GLO PREMIER LEAGUE	47
4.2.9 IMPROVING THE GLO PREMIER LEAGUE	48
4.3 QUANTITATIVE FINDINGS	49
4.3.1 INCIDENCE OF GLO PREMIER LEAGUE WATCHERS	49
4.3.2 DEMOGRAPHIC DETAILS	50
4.4 CLUB/TEAM AWARENESS LEVEL	50
4.5 INTRODUCING FOREIGN LEAGUES	53
4.6 FREQUENCY OF GLO PREMIER LEAGUE VS. FOREIGN LEAGUE VIEWERSHIP	53
4.7 STADIUM ATTENDEES	55
4.7.1 FREQUENCY OF ATTENDING STADIUMS	57
4.7.2 STADIUM NON-ATTENDANTS	57
4.8 MEASURE OF ATTRIBUTES	57
4.8.1 OVERALL LIKEABILITY – GLO PREMIER LEAGUE VS. FOREIGN LEAGUES	57
4.8.2 MEASURE OF QUALITY OF PLAY	58
4.8.3 MEASURE OF SAFETY OF STADIUMS	59
4.8.4 MEASURE OF PERCEPTION OF IMPORTANCE OF PATRONIZING THE STADIUMS	59
4.8.5 MEASURE OF ENJOYMENT OF ATTENDING MATCHES AT STADIUMS	60
4.8.6 MEASURE OF PRICE PERCEPTION OF ATTENDING MATCHES AT STADIUMS	61
4.9 PREFERENCE TEST: GLO PREMIER LEAGUE MATCH VS. FOREIGN LEAGUE MATCH	61
CHAPTER 5	63
5.1 SUMMARY OF FINDINGS	63
5.2 RECOMMENDATIONS	63
BIBLIOGRAPHY	67
APPENDIX	70

Topic: An investigation into the reasons for low attendance at Glo Premier League Matches in Ghana: A Focus on Accra Sports Stadium

Chapter 1

1.1 Introduction and Background of the research

Although different definitions of sports exist and there remains controversy surrounding what activity constitutes sports and what does not, for the purpose of this paper,

“Sport means all forms of physical activity which, through casual and organized participation, is aimed at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.” (Council of Europe, 2001).

In poorer developing countries (and Ghana is no exception), sports often provides a means of escaping from the harsh realities of life for the duration it takes place but often it can lead to economic and even political opportunities for improving the quality of life for the players and the country in question.

This paper among things will explore the dimension of the contribution of sports to Ghana’s economy by focusing on football’s contribution and extending it further to see the problems that plague the organization of football in Ghana and how things can be improved for the better for the footballers, the clubs, the spectators and the country as a whole.

There are numerous benefits of sports. These benefits impact a society economically, politically, as well as socially. These impacts of sport have positive impacts to both participating individuals and also to those individuals that serve as the audience.

For example the brilliant soccer stars like Maradona, Ronaldo, Ronaldinho and Pele all graduated from street kids to soccer icons. In the political arena, the exploits of Didier Drogba and George in helping to restore stability to as well as helping the disadvantaged in the Ivory Coast and Liberia respectively are well acknowledged. Romario's current status as a member of Parliament in Brazil was made possible because of his celebrity status as a soccer superstar.

1.2 Football in Ghana

1.2.1 A Brief History

The following is summarized from Ken Bediako's "The Complete History of the Ghana Football League 1958-2012".

It is said that the origins of football in Ghana took place in 1903 at a local Government Boys School in Cape Coast. The school at the time was under the guidance of the then headmaster Mr. Briton who was a sports promoter. The students of the school were greatly curious and passionate about their readings of the football being played in England and began training hard at Victoria Park – currently known as Jubilee Park. This group of footballers went on to call themselves Cape Coast Excelsior. (Bediako, 2012)

After months of committed and intensive training, the group of footballers was granted permission by the Governor, Sir Fredrick Hodgson to inaugurate the game at the Cape Coast Victoria Park (Bediako, 2012). This match was played on Boxing day and while it is said not to have followed the rules of football to the book, there was much excitement and passion for the sport.

The Governor was impressed and arranged for Excelsior to play a match against a side comprising of European sailors. This match was played on Boxing Day and was filled with excitement. Excelsior lost however, but during the return game Excelsior managed to beat the European side 3-1. From this point onwards, Excelsior played many matches against European civil servants and in so doing were able to improve their skill of the game (Bediako, 2012). Not long after, other football clubs began to sprout up in Cape Coast as the passion for the game grew rapidly.

The football craze spread through the towns of Elmina, Saltpond and Winneba quickly where many teams were formed. In the year 1910, the Invincibles were formed in the capital, Accra. A year later, the Accra Hearts of Oak was formed. By 1912, there were a bunch of clubs formed in the city, namely Energetics, Newver Miss, Royalists, Osu Pioneers, Robert's Standfast, Africs, Wolves and Auroras (Bediako, 2012).

The love of football spread onwards to Sekondi in Takoradi where railway workers formed a team known as Eleven Wise in 1919. This team was

followed by formation of other clubs such as Western Wanderers, Jerricho and Ga United (Bediako, 2012).

It was almost 20 years since the football took hold of Cape Coast for the sport to reach Kumasi. In the year 1926, a driver formed an all Ashanti team, which changed names three times before settling on Asante Kotoko (Bediako, 2012). This team is currently one of the strongest in the country and has won the league 21 times since its introduction in 1958.

The first national league in 1956 was made up of 14 teams. However, the league failed due to poor organization and was boycotted by a number of teams. The year 1958 comprised of the first successful league in Ghana. It consisted of 8 teams this time, namely: Accra Hearts of Oak, Kumasi Cornerstone, Sekondi Eleven Wise, Asante Kotoko, Great Olympics, Hasaacas, Cape Coast Mysterious Dwarfs and Cape Coast Venomous Vipers.

The winner of the first successful league was the Accra Hearts of Oak.

1.3 Ghana's Premier League

1.3.1 Structure of the Football Industry in Ghana

Under the Ministry of Sports, the National Sports Council (NSC) governs all sports save for the Premier League Football.

As per FIFA regulations the national association of football, in this case the National Sports Council, as the authority to make decisions and govern football at a national level. This means that the NSC governs the

national team i.e. the Black Stars as well as the younger stars, the Black Starlets etc.

The running of the Premier League is left to the Professional League Board (PLB), which falls under the Ghana Football Association (GFA). The GFA is the overall ruling body that governs all league matches at all levels i.e. the Division 1, Division 2 etc. The PLB on the other hand is given the sole responsibility of seeing to the smooth and successful running of the Premier League.

1.3.2 Evolution of Ghana's Premier League

The Premier League, currently known as the GLO Premier League as a result of the majority sponsorship of Globacom, has been officially running from the year 1958.

During the first 10 years of formation of the football league, Kumasi's Kotoko dominated the league winning 5 times versus Accra's Hearts of Oak. These two teams stood the test of time and are now the most successful and longest-living clubs in Ghana. Adding the fact that these two teams come from the largest cities in Ghana, they have accumulated a larger support base than other clubs. Furthermore, these two clubs are seen by Ghanaians as "traditional" one of the main points that attracts fans to side with them.

A match pitting these two clubs against each other has the potential of drawing up to and over 20,000 supporters to the stadium. Sadly, this is

not encouraging as the Accra Sports Stadium – the largest in the country has a capacity of 40,000 seats.

While in the past, the leagues were evident with clubs that proved worthy challengers to Kotoko and Hearts of Oak, in the last 10 years these historic clubs have been the dominating parties. Two clubs – Aduana and Berekum Chelsea are the only clubs to have one the league within the past 10 years. Aduana took the cup in the 2009-2010 season, while Chelsea raised the cup the following year in the 2010-2011 season. The winnings for Hearts of Oak and Kotoko are on par however with both teams succeeding four times each.

Many had believed the league doomed to be a two-person competition but with the winning of two different teams in the recent years, people are hopeful that new life has been blown into the Ghanaian Premier League.

1.4 Significance of a Professional Football League

There are various positive impacts a professional league has on a country and the individuals as a whole.

As mentioned prior the benefits of sports playing are immense and range from political to economical to social.

Firstly, the football industry is a large one. The different parties that take part in it are far too many to mention – the executives of the governing bodies, coaches, staff, janitors, food sellers at the stadium, paraphernalia

producers, journalists, transportation workers, the footballers, medics and the list goes on. Through a football league, millions of people have jobs. This helps the nation economically and socially. First off, by reducing unemployment one reduces crime and secondly, these individuals are tax-paying people, which in turn provide the government with revenue.

Furthermore, when considering Ghana, most of the players are from deprived homes and looking to stay off the streets giving them a job and a chance at improving their standard of living.

Secondly, a football league helps in training players. By focusing on the players and helping them improve they can then be promoted to play in the National team and if successful will help put the team and country on the map globally. For example, after Ghana's performance in the 2006 World Cup and then in 2010, the Black Stars are known as one of the champions of Africa and were even named "Africa's Brazil".

Another reason of the benefits of a league is that it helps foster and prepare players for international matches and serves as a strong opportunity, which can lead them to play in teams around the world such as Chelsea and Inter Milan. For example, in 2000 French team Bastia bought Michael Essien from Ghanaian national club Liberty Professionals FC. That move served to skyrocket his career with him playing for Olympique Lyonnais and Chelsea where he is currently on loan to Real Madrid.

When a country's national players acquire such fame and achievement in

their career most often than not they feel a responsibility towards their national country and therefore give back to society. This is beneficial to the country as it assists in its development.

A successful league brings about a sense of identity to groups of people in society through their support of a common team. It can help unite a society and create cohesion and bonds between individuals.

1.4.1 Significance of the Supporter and Stadium Attendance

The significance of the supporter is both psychological as well as financial.

A supporter is important to give motivation to the teams. Players need backing and need to feel like people are there to cheer them on. This is especially in times when things are challenging for them on the pitch, fans can help cheer them on and many times could be the push that saves a team from defeat.

Secondly, supporters make up a large part of the football experience. Football is all the more fun when watched with a group of people. The noise, the debates and arguments and basically the feeling of being surrounded by a group of people cheering on a team is exceptional. Supporters at the stadium help create this environment of fun and excitement. A football match without stadium attendance can have a drastic effect on the excitement of the game.

Thirdly, supporters can be used as a measuring stick and as guidance. This is in the sense that when a team is not performing, its supporters will

make their views known. If a coach makes a decision that supporters view as wrong they will again make their views known. Players and coaches being human and not infallible could benefit from the input provided from people on the outside.

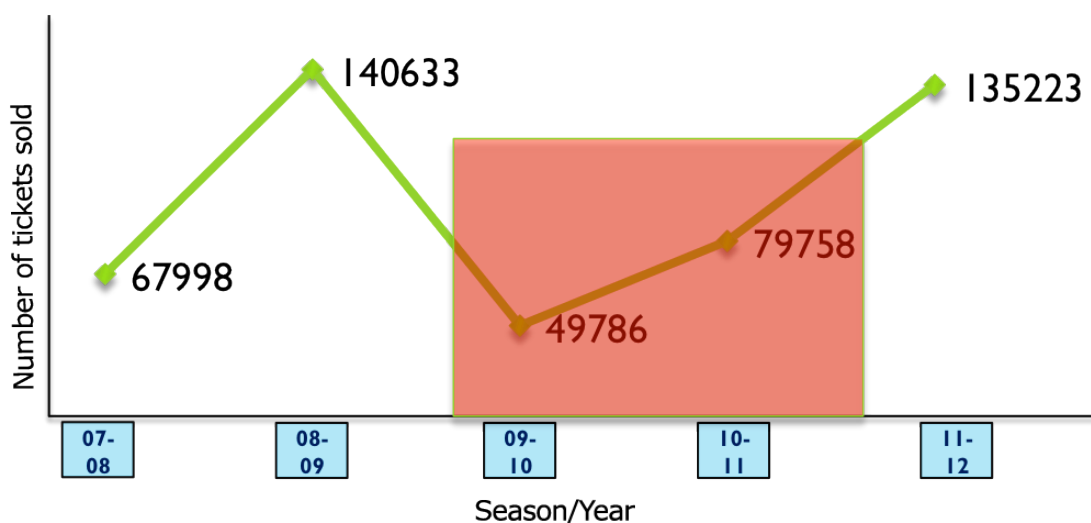
The financial benefits is based on the fact that, primary source of revenue to clubs. A club that does not have a strong fan base will suffer greatly from financial issues since they even can not get sponsorships if they have a weak fan support.

This is an issue in Ghana. For example in 2013, Edubiase FC qualified for the African Confederations Cup however, due to low fan base and therefore very little finance they struggled to acquire money to travel to participate. They were lucky enough to get sponsored by the Ghana Football Association. They did not progress far in the competition but should they have they would have found it hard to continue on since the support garnered from governing bodies is not sufficient enough to be long lasting. Furthermore, governing bodies cannot afford to continuously support teams financially in all competitions.

1.5 Problem Statement

Over the years, the Ghanaian Professional League has suffered greatly from low stadium attendance. In choosing to work on this topic, I first spoke to the Public Relations Officer at the National Sports Council, Mr. Hamidu Issakah, he confirmed to me that this was a major issue and that stadium attendance was not close to being favourable. Furthermore, on

the 27th March 2013 I attended a match that took place at Liberty Professional's home – Carl Reindorf Stadium where they were playing against WA All Stars. I was able to view first hand the problem of low stadium patronage. Finally, I acquired data from the National Sports Council, which showed the amounts of tickets sold for Glo Premier League matches at the Accra Sports Stadium over the past 5 years.



The graph above represents the number of tickets sold during the seasons from 2007 – 2012. The shaded boxed portion however is incomplete as a result of missing records. Out of a potential full capacity attendance of 1,480,000 in 2007-2008, 1,400,000 in 2008-2009 and 1,160,000 in 2011-2012 actual stadium attendance was 67,998, 140,633 and 135,223 respectively. This shows that the ratio of actual attendance to potential attendance is extremely low.

The only clubs that have the strongest fan base is Hearts of Oak and Asante Kotoko. It is only when they meet that stadium attendance is half or more. The highest match attendance was in 2010-2011 with the Accra Sports Stadium maximum capacity i.e. 40,000 being almost reached when

35,845 tickets were sold to the game between Hearts of Oak and Asante Kotoko. However, despite their stronger fan base as compared to other clubs, Kotoko and Hearts of Oak still suffer, as when they play against other less popular teams the spectator attendance is significantly lower. For example, in the same season as referred to above, Hearts of Oak met with Mighty Jets and the total club attendance was 2,730.

This issue is therefore prevalent and needs to be solved as if left to continue in this fashion it could lead to the destruction and collapse of the league.

1.6 Research Question

Why do so few supporters attend the Glo Premier League Matches and how can the stadium be improved: A focus on the Accra Sports Stadium.

1.7 Research Objectives:

- a) To gauge the number of people in Accra that regularly follow the Glo Premier League
- b) To investigate the importance of a successful league in a country
- c) To try to understand the importance of supporters and their role in ensuring a successful league
- d) To discover factors that result in the low stadium attendance in the GLO Premier League
- e) To understand the Ghanaian consumer and his usage & attitude towards the service product as well as his current disposition towards the GLO Premier League

- f) Recommend strategies to improve attendance at the stadia.

1.8 Relevance of the Research

This research is relevant firstly because of the topic of interest. The research seeks to be a stepping-stone for further research to be conducted into improving the Professional League in Ghana so as to make it successful. The reason it is important is because the football industry, while capital intensive is a cash cow and this can be seen when one looks towards leagues such as the English Premier League as well as the Spanish League – La Liga. A successful league will provide millions of people with jobs, will provide the government with revenue through taxes, will help in the improvement of the national team, will increase tourism among many more reasons. Furthermore, through building a successful league, organizational structures and programs will be in place such as academies for the youth in society. This therefore means that the youth will be taken care of rather than being on the street. It will give them a chance at a better life and will therefore reduce crime rates. Finally, since sports is one that has tremendous character building traits, a successful league and therefore academies that will cater to the youth will help build future leaders of the nation.

1.9 Outline of Thesis

This research paper will consist of five main chapters. Under which there will be sub-topics:

Chapter 1 – This is an introduction to the research project. It will explore the background information and will introduce the research problem and relevance of the research.

Chapter 2 – As a result very little research being done specific to this topic, this chapter will explore some sub-topics that relate to the topic and that affect stadium attendance.

Chapter 3 – This chapter will discuss the research design and methodology.

Chapter 4 – This chapter will consist of the findings of the research. It will discuss the qualitative and quantitative aspects.

Chapter 5 – This chapter will summarize the findings and will recommend ways of solving the problems.

Chapter 2

Literature Review

2 Sports

2.1.1 The Sport Participant

“Participating in sport can improve the quality of life of individuals and communities, promote social inclusion, improve health, counter anti-social behavior, raise individual self-esteem and confidence, and widen horizons” (Sportscotland, 2003).

Sport’s most notable positive impact on the participating individuals is its physical and mental health benefits as well as its positive character-building effect. Sports results in a healthier nation and its benefits are immense. Sports help keep people fit and it is a preventive measure of many diseases. These non-communicable diseases include cardiovascular diseases, cancer, diabetes and chronic respiratory diseases. Cardiovascular diseases are currently the number one cause of death globally. This means that more people die from CVDs than any other disease. An estimated 48% of people die from CVDs globally (WHO, World Health Statistics 2012, 2012) and one of main causes of CDVs is physical inactivity. Physical inactivity is the fourth leading risk factor for global mortality causing an estimated 3.2 million deaths globally i.e. an estimated 6% (WHO, World Health Statistics 2012, 2012). Moreover, physical inactivity is estimated to be the main cause for approximately 21–25% of breast and colon cancers, 27% of diabetes and approximately 30% of ischaemic heart disease burden (WHO, Physical Activity). This is

especially important for African countries to note as 80% of CDVs occur in low and middle-income countries

(WHO, Global status report on noncommunicable diseases 2010, 2010).

Sports participants are also discouraged from harmful habits such as smoking and drinking, as these are obstacles to a sportsman's success. In adults, people suffering from high cholesterol and obesity are encouraged to exercise so as to prevent themselves from further harm.

In addition, there are priceless character-building attributes that participating members of sports acquire. Characteristics and traits such as increased self-confidence, respectfulness, responsibility, humility and accountability are just some of the things learnt from sporting activities. Not to mention the long-term skills acquired from working in a team to achieve a goal, such as leadership skills, the skill of working with other people, goal-setting skills and mental strength to be able to work under pressure. These are golden traits that the youth should have embedded within them and which will especially be beneficial as they grow and enter the working world.

Furthermore, through sports individuals are granted a chance at increased standard of living. Michael Essien, a Ghanaian footballer began with humble beginnings playing for a Ghanaian club – Liberty Professionals FC. Currently though, he plays for Real Madrid and is regarded among the best players in the world. As of mid-2011, Essien made an annual income of \$5.5 million (Nsehe, 2011).

Partaking in sporting activities is a major way of reducing crime in society. According to studies conducted in the United States of America, crime rates are observed to have reduced in areas where there exist sport-based youth programs. STARS, an abbreviation standing for Success Through Academic and Recreational Support is a prime example. STARS was founded in Fort Myers, Florida. As reported by the police, it managed to reduce juvenile crime rates by almost one-third and among 11 and 12-year-old offenders citywide, the rate of repeat criminal behavior dropped 64.3% (Mendel, 2000).

2.1.2 The Spectator

With regards to the individuals who serve as the spectators, sports play a number of roles. According to (Sloan, 1989), sport spectators are motivated based on the following factors: salubrious effects, stress release and stimulation seeking, aggression and catharsis, entertainment and finally, achievement (vicarious). However, according to (Trail & James, 2001) believing Sloan's scale of motivation to be lacking came up with the Motivation Scale for Sport Consumption (MSSC), the motivations of sports spectators are nine - achievement, acquisition of knowledge, aesthetics, drama/eustress, escape, family, physical attractiveness of participants, the quality of the physical skill of the participants and social interaction. In essence, individuals turn to viewing sports for the benefits it provides in satisfying various needs. The viewing of sports is a means of achieving emotional and mental satisfaction.

Building on the above, in a bid to feel part of a group and to identify with

people in society, individuals follow various sporting teams. Fans of world-renowned football club Manchester United for example are able to identify with one another through their support for the club. Individuals put aside race, religion and gender – features that far too often and dismally serve as grounds for discrimination.

2.2 Sports & National Development

“Sport has the power to change the world. It has the power to inspire. It has the power to unite in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair.” Nelson Mandela. This statement comes from a man whose life was filled with events that are beyond hard and challenging. Despite all that Nelson Mandela went through, he stands up and distinctly singles out sport as a major driving force for positive change in the world. This is a point for all nations to be highly aware of.

Sports is a powerful tool that if utilized and taken major advantage of can greatly assist in the positive growth and development of a nation.

Arguably some of the most important factors in a society are peace, stability, healthy and safety. By empowering the youth to work together in an entertaining and healthy manner the creation of a generations of potential leaders are created. Sports is a great means of teaching the youth values and ethics, teaching them to lead, to unite and work as a team towards a particular goal as well as teaching them discipline. All of which are factors that future leaders should have embedded in them.

Within a nation, there are various ways in which sports can be leveraged

upon to result in positive national development. Some examples are as follows:

Governments can use sports to help them achieve some of their key objectives. Crucially, it can help us tackle serious health issues. It can also help to contribute to other areas, such as crime reduction, social inclusion and help with the development of young people in schools (United Kingdom Cabinet Office, 2002).

Furthermore, a nation's reputation is of high importance especially in these modern days of technology where information travels instantaneously around the globe. By investing into sports, governments can use that as a major stepping-stone in branding their nation. If done right, governments reap high attention, which can result in investments pouring into the country as well as an increase in tourism.

Jamaica for example, is currently on a path to help its economy and contribute to the world by increasing its appeal through the building up on its culture and sports. For many years sport has been a strong part of Jamaican culture and with the great achievements of athletes such as Shelly Ann Fraser-Pryce and Usain Bolt, Jamaica has been labeled "The Sprint Factory". Building on this, Jamaica has experimenting to create policies and to expand their sports curriculum certain schools, universities and colleges to allow foreign students to enroll and train. This is an excellent strategy as by doing this, the nation is attracting people with an interest in sport but who will also be studying professional and academic

studies that in the long run can in turn benefit the nation both economically and socially.

Additionally, by investing and promoting sports in the economy, using it to brand the nation there is a whole list of possibilities that will benefit the nation. As is the case with Jamaica, the nation could go on to build an amazing sports museum; one that exhibits the evolution of sport in the country. This in turn brings in revenue to the economy through increased tourism.

One fine example of a benefit of sports to a nation is the rewards acquired through the national team's success in the various international competitions. By investing in sports and empowering players to grow and improve their skill, a country reaps the benefits when in an international fixture they prove victorious. During the Football World Cup 2010 that took place in South Africa, the Ghanaian Black Stars reached the semi-finals before being beaten by Uruguay. As a result of their accomplishment of reaching the semi-finals of the World Cup competition, they won \$14 million dollars in prize money. This money is paid to the government as well as to the domestic clubs of the nation (FIFA, FIFA Executive Committee holds historic meeting in Robben Island, 2009)

Furthermore, successful athletes especially those with international recognition reap in huge sums of money. These athletes most often than not feel a connection with their national country and give back. Taking for example world-renowned Ghanaian football player, Asamoah Gyan who is

a boxing promoter and invests in the youth in Ghanaian boxing industry. Sami Kufuor another Ghanaian player has invested in the real estate industry in Ghana which will in turn result in increased employment rates as well as increase in taxes and the countries gross domestic product. A final instance of players giving back to their home country is that of Nii Odartey Lamptey who is a former Ghanaian player and current assistant manager to the Sekondi Wise fighters runs a football academy called Glow Lamp Football Academy.

This research paper will focus on the most popular sport in the world – Association Football and in particular the Professional Football League in Ghana – the GLO Premier League.

2.3 What is Association Football?

Association Football known simply as **football** and referred to as soccer in the United States of America is a sport that has the global population in its grip. During the World Cup 2010 played in South Africa in-home television coverage of the competition reached over 3.2 billion people around the world that is 46.4% of the global population (FIFA, Almost half the world tuned in at home to watch 2010 FIFA World Cup South Africa, 2011). Undoubtedly, football is the most popular sport in the world. It is also the most successful with football clubs such as Manchester United, Barcelona and Real Madrid worth sky-high amounts. In January 2013, Manchester United became the highest valued team in the world with a value of \$3 billion (Ozanian, 2013). Sponsors of the sport include global giants Coca Cola; which has been a supporter of football with advertisements at football matches leading back to the year 1950 and

which in 1978 became an official sponsor of the FIFA World Cup (FIFA, FIFA Partners: Coca Cola), Nike; which manufactures football kits for the world's most successful clubs such as FC Barcelona and Manchester United, Visa, bwin and Adidas.

Football is a sport that can be traced back to over a 100 years ago. The first football governing body was formed in England during the year 1863. It was known as the Football Association – the FA (FIFA, Classic Football: History).

Currently, the footballing industry has a structured and organized body of governance. FIFA: Fédération Internationale de Football Association formed in the year 1904 is the governing body of association football, beach soccer and futsal. It falls under SportAccord, which is the overall governing body of all sports organizations in the world. The FA, which is England's football association as well as every country's football association are accountable to FIFA, be it the national league or the local clubs that take part in the country's leagues.

A country's national team is made up of the national players and this team takes part in global competitions such as the World Cup as well as in regional competitions such as the African Cup of Nations and UEFA Euro Cup.

2.4 Power of Football

Football is without question one of the strongest weapons in the world. It has the power to shape a nation, to motivate people to immeasurable feats and to greatly assist in the development of a society.

In the year 1998, a question was put forth to the President of the governing body of football, FIFA, Joao Havelange. He was asked "Are you the most powerful man in the world?" To which he replied, "I've been to Russia twice, invited by President Yelstin. In Italy, I saw Pope John Paul-2 three times. When I go to Saudi Arabia King Fahd welcomes me in splendid fashion. Do you think a head of state will spare that much time for just anyone? That's respect. They have got their power and I've got mine: the power of football, which is the greatest power there is".

Harnessing this power so as to use it for positive change is a very important feat. There are a number of examples one can look when the strength of football is brought to question.

A couple of them are as are as follows:

To start off, we look at Didier Drogba's impact on helping end the civil war in Ivory Coast in 2006. After leading his national team to the finals in the World Cup held in Germany, Drogba dropped to his knees in the changing rooms in front of live television and begged those fighting in Cote d'Ivoire to stop warring. A week later, the war ended. This is a great show of loyalty and respect towards a football player. It shows the power the sport has if a player is able to bring such change.

Secondly, through football great social change is possible. Here we look at the case of the Homeless World Cup, an initiative founded by Mel Young

from Scotland and Harald Schmied from Austria. Its goal is to end global homelessness through football. It was founded in 2001 and currently has 70 international partners and 250,000 players. According to statistics 70% of individuals that have been through the process and took part in the Homeless World Cup have significantly changed their lives (How we help: Homeless World Cup). The Homeless World Cup has inspired nearly 50 grass-roots football projects around the world, working with homeless and excluded people. Most of the players each year change their lives for the better, by coming off drugs and alcohol, moving into jobs reuniting with their families, and even going on to become players and coaches for football teams (Blair).

By understanding the power of sports and in particular football, and its ability to impact individual, social, economic and political change one then sees the significance (Kahle, 1996) of ensuring the success of a league.

2.5 Understanding Factors that Affect Spectator Attendance

Various studies have sought to research into the factors that affect spectator attendance at a sports match. According to Kahle, Kambara, and Rose (1996) whose research on building a model that measures the motivation of people in attending college football matches relied on Kelman's Functional Theory of Attitudinal Influence, the main motivating factors of spectators was their appreciation for the game, the quality of players, benefits for group seating and parking. Zhang et. Al (2001) however stated that the various spectator motivations were salubrious effects, achievement seeking, stress and entertainment needs.

Furthermore, according to Jones (1984) whose research was based on understanding the factors that affected attendance at a hockey game, stated that the factors were a winning home team relative to the league, a qualified visiting team relative to the league, a game's role in progress to season play-offs, superstar players, and preference as to team style. If translated into a football context, one can infer it means, the strength of the home and visiting teams, the players involved (superstars) and the preference for the team's style of play i.e. attacking football or defensive. In a study conducted by Villar (2009) who sought to measure the factors that brought Brazilians to the football stadiums, his findings were that ticket prices, ticket exchange promotions, the expected quality variables of "classic matches" and visiting teams from Rio de Janeiro or São Paulo, the performance variables of ranking position and points won in the last three games, and finally the uncertainty variable of the risk of relegation were the driving structural variables that motivated people to patronize the stadium. Javanmardi and Noghondarian (2011) whose research was based on investigating into the factors affecting the demand for watching football at stadiums in Iran concluded that the host team ranking and championships won of guest teams were major factors that determined spectatorship at football stadiums. However, their research states that of the two the most important variable is the home team's ranking that determines stadium attendance. They stated that the ranking of a city's team is the greatest determinant of stadium patronization. Furthermore, their research stated that the environment factors such as the month in which the match is held affected the demand of the spectators and the spectators tend to go to the stadium in months when the weather is more

pleasant (Ehsan Javanmardi, 2011).

2.6 The effect of satellite television on stadium attendance

The advent of satellite television and live broadcasting of matches has had a major effect on stadium attendance. In Ghana, there are numerous places where a person can go to in order to watch a football match. These places can be found around almost every corner such as clubs or pubs or bars. Furthermore, people can sit in the comfort of their homes to watch these matches.

According to a study conducted in England measuring stadium attendance for a match that was being broadcasted live versus stadium attendance for a match that was not being broadcasted on live television, the findings showed that gate revenue reduced by an average 19.7% (Broadcasting live matches and stadium attendance, 2012) when the match is broadcast live. However, strong clubs are able to maintain fan loyalty better than other clubs and fans still trooped to the stadium even when the matches were broadcasted live.

Chapter 3

Methodology

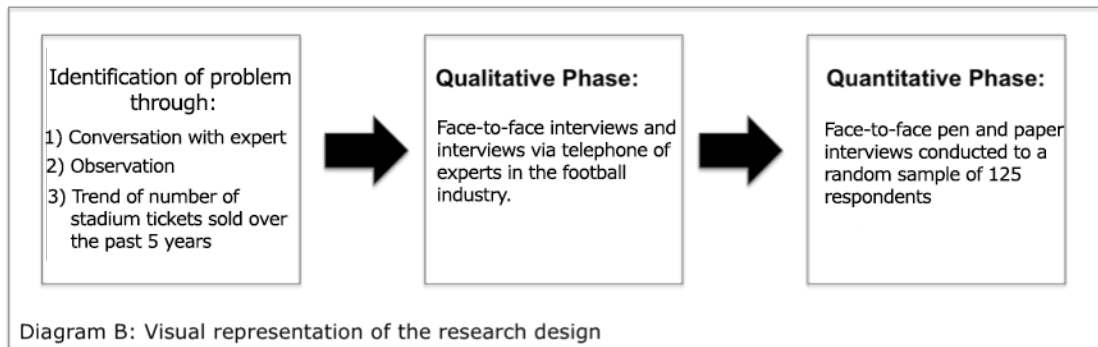
3.1 Study Scope

The research focuses on Accra, the capital of Ghana, which is a good reflection of sporting activities in the whole country since it is the capital. Furthermore, Accra Sports is chosen as the case study because it is the largest stadium in Accra with a capacity nearly twice the other stadia in Accra. It is the home of Accra Hearts of Oak, Accra great Olympics traditional powerhouses in Ghanaian football so it makes for a good case study of the problems of attendance of football matches in Ghana. The study population consists of football enthusiasts in Accra.

3.2 Research Design

The topic for this research is "Why do few supporters attend Glo Premier League matches: A case study of Accra Sports Stadium." The research question will be answered through a combination of qualitative and quantitative methods of data collection and analysis.

The research was carried out in two phases. Phase I consisted of a qualitative study and Phase II will consist of a quantitative study. As part of the qualitative study, specific key individuals in the football industry were interviewed to find out their views on opinions surrounding the phenomena of low stadia attendance. The quantitative phase consisted of interviewing 125 respondents. This phase was fed based on findings in the qualitative phase.



3.3 Problem Identification

The identification phase was carried out prior to deciding on the research question so as to provide validation that a problem exists that was worth studying and solving.

3.4 Phase I – Qualitative Study

The qualitative study was an exploratory study conducted prior to the quantitative study. It consisted of 5 In-depth interviews with experts in the football industry. This phase sought to better understand the importance of a football league to a country as well as the importance of the supporter and his attendance at the stadiums. This phase also dug into understanding the various aspects that results in low stadium attendance in Accra for the Glo Premier League. The study explored experts' views on the challenges faced by the Glo Premier League and the hindrances that the football league faces in its course to being a success. Finally experts shared recommendations and strategies to make the Glo Premier League a success thereby resulting in an increase in stadium attendance.

3.4.1 Sample

The interviewee's are as follows:

- i) Mr. Hamidu Issakah – Public Relations Officer, National Sports Stadium
- ii) Mr. Kofi Poku – Executive Member of GHALCA
- iii) Mr. Welbeck Appiah – Chairman of Professional League Board
- iv) Mr. Eric Kportie – General Secretary of Liberty Professionals
- v) Mr. Hackman – Accountant and Acting Administrator of Accra Hearts of Oak

The qualitative sampling procedure was based upon Expert Sampling. This is “a sample of people with known or demonstrable experience and expertise in some area” (Trochim 2005). The individuals chosen for this study were people with an identifiable position of expertise in the field of football.

The Ghana Football Association is the organization that is in charge of all football related competitions, tournaments and activities. It is the overall body under-which the Glo Premier League resides. Under the GFA's umbrella and custodian of specifically the Glo Premier League is the Professional League Board. This board is in charge of everything related to the Premier League. This being said, the Chairman of the Professional League Board was therefore in a strong position to answer questions related to football and specifically the professional league.

The Accountant and acting administrator of Hearts of Oak was chosen for the fact that Hearts of Oak is one of the strongest clubs in Ghana with a

strong supporter base. It was therefore beneficial to understand from the viewpoint of Hearts of Oak what exactly the factors that result in low stadium attendance for other clubs are. Essentially, Hearts of Oak helped answer the question “What are other clubs doing wrong?” by provide insights into what the Hearts of Oak club has done and is doing to maintain a strong support group.

In addition, an executive from Liberty Professionals FC – a club that does not have as big a fan base as that of Hearts of Oak was interviewed so as to understand the problem and perspective of issues from clubs with lower fan supporters.

The Ghana League Clubs Association is a welfare group that represents the interests of the various clubs in the Glo Premier League. The executive from GHALCA was able to provide insights as to the challenges faced by the Glo Premier League and clubs specifically. He explained the ways in which these challenges faced by clubs are related to stadium attendance and the overall implications to the Professional League.

3.4.2 In-depth Interviews

An exploratory approach was utilized during the qualitative phase so as to allow for a deeper understanding of the problem and its effects to the success of a league as well as to nation as a whole.

In-depth interviews were conducted to experts, and dug into their knowledge base of the football industry and their sieving out their expert opinions. The interviews were conducted using a semi-structured guide.

This was done so as to allow the interviewer flexibility to dig deeper by asking more questions based on feedback from the respondents as the situation arose. This in effect resulted in garnering more knowledge and information. The interviews consisted of face-to-face as well as interviews via telephone. This is because the experts in question are highly busy individuals and getting hold of them was difficult. Interviews via telephone will be of least trouble towards the interviewees.

3.4.3 Qualitative Research Key Information Areas

Background Exploration	Overview of the Glo Premier League
	Administration of and organization of the League
	Capacity of various stadiums in Accra
	Cost of tickets at stadiums
	Entitlement and percentage cut of revenue brought in by supporter attendance at the Glo Premier League matches
Importance of a successful football league and it's impact on national development	Benefit of GLO Premier League to Ghana
Importance of stadium attendance and its contribution to the success of a league	Importance of the supporter and stadium attendance to the success of a league
Key factors hindering success of the Glo Premier League and results in low stadium attendance	Challenges faced by the GLO Premier League / What are the problems that are resulting in low stadium attendance?
Recommended strategies & solutions	What is currently being done to improve stadium attendance and which other ways can we improve it?

3.5 Phase II – Quantitative Study

The quantitative phase was carried out in Accra. It consisted of 125 interviews of respondents that qualify based on the recruitment criteria i.e. those individuals in society that are regular followers of the GLO Premier League ie. They watch "More than 3 matches in a week", "3 matches in a week", "2 matches in a week", "1 match a week".

However, in order to achieve the objective of measuring the incidence of people that are followers of the Glo Premier League, sampling was first conducted through a listing exercise. Through the process of interviewing to achieve the goal of 120 interviews, those respondents that answered to not being a regular watcher of the league will be noted. This resulted in an understanding of the penetration of the Glo Premier League in Accra.

3.5.1 Sample

Sampling was done using random incidence sampling procedure. Incidence sampling is a parsimonious method whereby a large number of examinees can be measured on many variables to assess group characteristics (Boodoo, 1982). Through incidence sampling, in the process of achieving the quota of respondents that meet the recruitment criteria, those that do not meet the criteria are noted so as to measure them comparable to the respondents meeting the criteria.

This was done so as to allow measuring penetration of the Professional League in Accra.

3.5.2 Questionnaires

The questionnaires were structured and were made up of pre-dominantly close-ended questions. It was conducted in a funnel-type structure i.e. impersonal questions based on the research project specifically was asked first followed by the personal questions such as income level, occupation etc. Some questions in the quantitative phase were fed from the findings in the qualitative phase and was used to quantify feedback from the experts.

The dominance of close-ended questions in the questionnaire was done so as to increase accuracy of results and to ensure that the feedback from respondents was relevant to the research. Secondly, close-ended questions allowed for a faster interview, which ensured that the respondents did not get frustrated and thereby increased the level of respondents answering honestly and objectively.

However, this research topic is one that requires the understanding of respondents' feelings and views towards the Premier League and aspects related to the league such as opinion of state of stadiums and their effects on the respondents. Therefore, there will exist open-ended questions that will allow the respondents to express themselves freely.

3.5.3 Flow of the Questionnaire

As illustrated in Diagram C, the questionnaire followed a funnel-type structure beginning with the listing questionnaire, followed by the main questionnaire which was only be answered by the respondents that fell

into the recruiting criteria and ending with the demographics of the respondents.

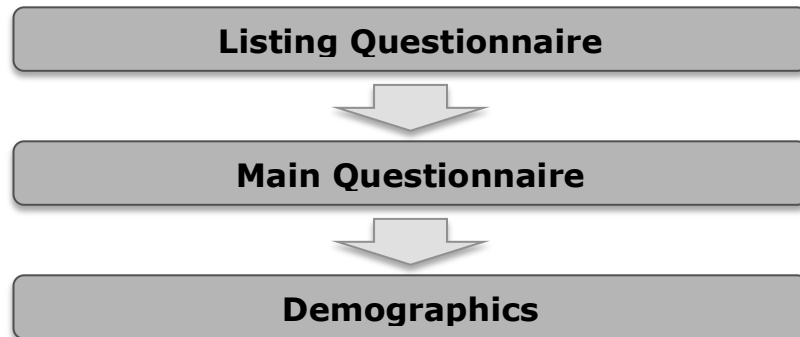


Diagram C

3.5.4 Administering the Questionnaire

The questionnaire was finalized by the researcher and outsourced to a professional company named Random House who under the guide of professional and experienced interviewers the questionnaire was administered. It was first briefed to all the interviewers and then a pilot was undertaken to ensure the questionnaire flowed smoothly and was error-free.

After all questionnaires were administered. The researcher with the help of the field manager in charge of the quantitative interviews undertook back-checks and quality-check to the questionnaires to ensure that the questionnaires did not have any unanswered questions among other possible errors.

Upon completion of this stage, the questionnaires then moved onto the data processing stage, which was outsourced to Millward Brown. Each answer to each question in the questionnaires inputted into a computer

program that was run to output data tables that were used in the analysis of the research.

3.5.5 Quantitative Research Key Information Areas

- Demographic details of people that regularly watch the GLO Premier League
- Measure of Incidence of people that follow the GLO Premier League
- Measure of Club/Team Awareness
- Likeability of GLO Premier League versus Foreign Leagues
- Frequency of watching the GLO Premier League vs. frequency of watching foreign league matches
- Measure of stadium attendance and reasons for and against going to the stadium
- Measure of teams that have the highest support and which teams are predominantly watched at the stadium
- GLO Premier League Attribute Measure – quality of play, safety, perception of importance of attending the stadium, enjoyment of attending stadium, opinion of price of attending stadium
- Preference: GLO Premier League match vs. Foreign League match...?

3.6 Limitations

The research methods, data collection, information and interpretation of the results are bound by a number of limitations. The following limitations the researcher encountered when conducting this study are as follows:

- a) The research was based in Accra and used the Accra Sports Stadium specifically as a focus. Hence, the information gathered might be restrictive and not fully representative of the entire population of Ghana with regards to the Glo Premier League.
- b) Time and money were factors that limited the study. Ideally, a research of this kind would have benefited from interviewing representatives of other clubs in the Upper regions of Ghana in order to query on the challenges they face not being so close to the city. However, due to lack of funds and time constraints the research was based in Accra and representatives of clubs located in the city were interviewed
- c) Furthermore, it would have been a better-represented sample if the quantitative study was conducted in Kumasi and other club homes to better understand peoples' views and opinions on the problem and their reasons.
- d) Due to challenges with record-keeping, the trend of ticket sales for the Glo Premier League at the Accra Sports Stadium was only able to be achieved for the past five years, with two years in between having missing records and therefore was incomplete. However, this was not highly disadvantageous as the data gotten was still worthy enough to be used as evidence of the problem.
- e) Due to the busy day-to-day workings of the executives in the football industry and the key experts needed for the qualitative phase, acquiring face-to-face interviews proved to be a problem. Therefore, in some cases the interview was conducted via telephone.

3.7 Ethical Considerations

In order to remain within the boundaries of ethics in research, respondents interviewed in the qualitative phase were first approached and shown a letter from Ashesi University backing up the researchers claim of being a student working on a final research project. The respondents were then asked for permission to use interview them for the purpose of academic research and asked for their permission to use their names and viewpoints. Upon agreement the interview commenced. Respondents were assured that at any point in time they could call an end to the research and should there be something they wished not to be printed they had but to inform the researcher.

Concerning the quantitative research, respondents were assured of anonymity and of the academic purpose of the research. No respondent was forced into the interview and they were assured of the power to call an end to the interview at any point in time.

Chapter 4

Findings and Analysis

4.1 Introduction to findings

The following will be an analysis of the findings of both the qualitative and quantitative research of the project. The quantitative analysis will be illustrated predominantly using graphs, which will then be explained further.

4.2 Qualitative Findings

4.2.1 Overview of the Glo Premier League

Made up of 16 Clubs (See appendix for list of clubs). Matches are run seasonally/yearly across Ghana. In Accra, the stadiums most often used are: Accra Sports Stadium, Carl Reindorf Sports Stadium and Tema Youth Stadium. While currently Glo, a Nigerian telecommunications company is the official sponsor of the league, there have been a number of sponsors over the past ten years with MTN being the previous sponsor of the league.

4.2.2 Administration & Organization of the League

The governing body of all things related to football is the GFA – Ghana Football Association. It is run without government interference, as this is a policy by the global governing body of football - FIFA. According to regulations, governments are forbidden from taking part or interfering in the running of football in a country. Beneath the GFA is the PLB – Professional League Board, which has the duty of running the Professional

League i.e. the GLO Premier League. The body that represents the clubs' interests is GHALCA – Ghana League Clubs Association.

4.2.3 Capacity of various stadiums in Accra

According to Mr. Hamidu Issakah, the Public Relations officer at the National Sports Council, with the exception of the Accra Sports Stadium, which can contain up to 40,000 spectators the other stadiums lack infrastructural stadium seating.

4.2.4 Cost of tickets

According to the qualitative interview with the Public Relations Officer, Mr. Hamidu Issakah, the Accra Sports Stadium charges between GHc 2 – GHc7. The cost of tickets at other stadiums varies depending on teams playing and also on the particular stadiums the game is played at.

4.2.5 Division of Revenue Brought in by Stadium Attendance (National Sports Council, 2013):

The revenue brought in from stadium attendance is divided among the following parties:

Home team - 80%

National Sports Council – 10%

Ghana Football Association – 5%

GHALCA – 2.5%

Professional League Board – 2.5%

4.2.6 Importance of a successful GLO Premier League to Ghana

- a) Reduces vices & increases employment: The football industry is highly labour intensive and far-reaching in a country. Millions of jobs are created such as those of the coaches, staff, players, food sellers, transportation drivers, media personal.
- b) Helps the youth – According to the celebrated coach, E. K. Afranie also known as Coachehene or King of Coaches, “Most of the players are from deprived homes”. The league in Ghana helps take off children from the streets and allows them to chance at increasing their standard of living and not taking part in crimes.
- c) Entertainment
- d) Prepares players for international markets and helps improve the national team.

4.2.7 Importance of the supporter & stadium attendance

One importance of supporters is their psychological impact on the players of a team. They can help motivate and push a team on during challenges. Furthermore, the supporters are important for the revenue that they provide to the clubs. Teams rely greatly on stadium proceeds to help them financially, without which they would suffer greatly. Furthermore, a large fan base attracts sponsors. Therefore, without a large support group teams will find it extremely hard to garner sponsorships.

4.2.8 Limitations & Challenges facing the GLO Premier League:

- a) Financial challenges – affects players’ wages, clubs’ ability to provide for itself during competitions for example during away games. The league also suffers as it therefore can not afford to implement infrastructural developments to the stadium and increased security etc.
- b) The emigration of talent to greener pastures – Unfortunately, this is a rising matter in Ghana. This predominantly as a result of the financial constraints of the premier league. Players are not paid enough and when they get a chance to play in the international market they seize the opportunity as it affords them higher wages as well as international acclaim. Furthermore, teams in Glo Premier do need money to cater to the staff and players etc. and so they resort to selling promising players to foreign teams. As a result supporters lose the “role model” or “star” of their team and turn to follow them in the foreign leagues, leaving behind their support for the local team. The supporter becomes disconnected from his/her local team.
- c) The rise in satellite television and the ease with which it is accessed – The rise in satellite television is a major concern as foreign leagues can be accessed with ease. Football fans need only switch on the television and they will be able to view high quality football in the comfort of their homes.
- d) Infrastructural obstacles – Stadiums lack many infrastructural needs such as proper changing rooms, stadium seats and proper

ticketing booths. For example, at the Carl Reindorf Stadium, it is very easy to slip in to watch a match as there are no ticketing booths or security furthermore, it is hard to pinpoint exactly who to pay the money to. This increases the chance of people not paying to watch a match, thereby depriving the teams and organizational bodies of money and also it could also lead to distrust among the supporters as they are not sure if their moneys paid is actually being given to the right person or if it would not be accounted for.

- e) Time matches are played – The time that matches are played is not favourable as most often people are still at work. It is recommended that the matches be switched to the evenings, however this comes with a cost element having to light up the stadiums. At this point the league cannot afford such expenses.
- f) Violence and the peoples' perception of safety at games – People are very wary of the violence at the stadiums. This is especially great after the May 9th disaster at the Accra Sports Stadium between Hearts of Oak and Asante Kotoko that took 127 lives.
- g) No side-attractions at the stadiums

4.2.9 Improving the Glo Premier League

- a) Time of play must be changed
- b) Clubs must promote themselves to individuals in society – raise awareness and brand love
- c) Clubs must seek sponsorship and ways of funding themselves
- d) Refereeing must be honest and of high quality
- e) There must be side attractions

- f) Increased security and individuals in society must be made aware of the increased security. Build trust among football enthusiasts.

4.3 Quantitative Findings

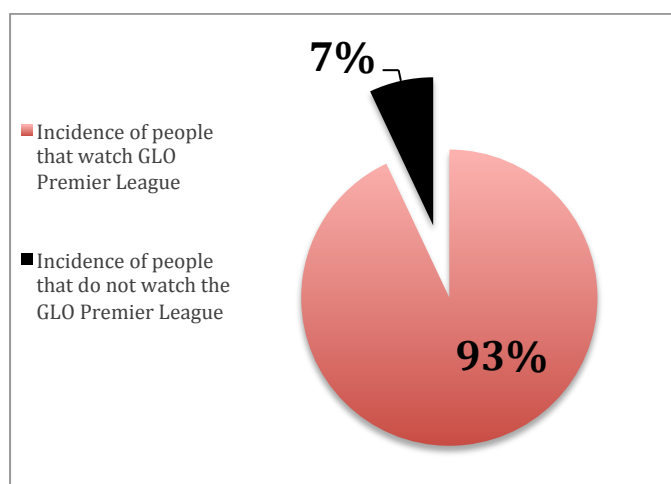
4.3.1 Incidence of Glo Premier League watchers

In working towards achieving the 125 respondent quota i.e. people that were regular watchers of the Glo Premier League and those that the analysis will be focused on, 10 respondents were noted to be those that are occasional or none viewers of the Glo Premier League.

The incidence of the people that follow the Glo Premier League is therefore:

$$\frac{\text{Number of people that watch the Glo Premier League}}{\text{Number of total respondents questioned}} = \frac{125}{135} = 93\%$$

This is a positive result as it shows that the penetration of the Glo Premier League among the Ghanaians in Accra is very high.



4.3.2 Demographic details

Based on the data, of the 125 respondents that watch the Glo Premier League regularly, 80% were males and most of the respondents (58%) were between the ages of 20-29 years. Watchers of the GLO Premier League were predominantly from the social economic class (SEC) C2 with a percentage of 84%. This indicates that the people that watch the professional league regularly have predominantly low-income levels as backed by the income level data. 38% of respondents make between GHc 101 – GHc 300.

Gender	Percentage	Income Range	Percentage
Male	80%	Less than GHc100	4%
Female	20%	GHc100	6%
		Ghc101-GHc200	17%
Age group	Percentage	Ghc201-GHc300	21%
15-19 years	17%	Ghc301-GHc400	7%
20-29 years	58%	Ghc401-GHc500	4%
30-39 years	18%	Ghc501-GHc600	3%
40-49 years	4%	Ghc601-GHc700	2%
50-59 years	3%	Ghc701-GHc800	2%
		Ghc801-GHc900	2%
SEC	Percentage	Ghc901-GHc1000	2%
C1	7%	Ghc1001-GHc1100	2%
C2	84%	Ghc1101 and above	6%
D	8%	Don't know/Refused	23%

4.4 Club/Team Awareness Level

Total awareness of the clubs/teams was measured to understand the exposure of clubs and to get a feel of how “out there” their brands were. In measuring total awareness, **Top-of-Mind awareness (TOM)** was first tested gives an indication of the percentage a brand was mentioned as a first mention when asked of the different clubs the respondent can think of. The brands mentioned after the first mention are then recorded under

Unaided awareness and finally when respondents could not think of any other brands to mention, the remaining unmentioned brands were read out to them to test whether or not they have heard of the brands. This is then recorded under **Aided awareness**.

The table below represents the Total awareness of the various clubs.

TABLE A	
Total Awareness	
Hearts of Oak	100%
Kotoko	100%
Berekum Chelsea	99%
Liberty Professionals	99%
Wa All Stars	98%
Arsenal	98%
Faisal	97%
Dwarfs	96%
Aduana Stars	96%
Ash Gold	96%
Edubiase FC	95%
RTU	94%
Tema Youth	93%
Heart of Lions	93%
Medeama Sc	83%
Amidaus Professionals	78%

At first glance it seems that the Premier League clubs are doing very well in terms of awareness with all clubs having awareness scores of over 90%. However, upon further analysis of the break down into each club's awareness one notices that they in fact do not have strong awareness levels. What is noticed is that in fact, clubs have extremely poor Top-of-Mind awareness levels as well as predominantly low Unaided awareness as can be seen in Table B below.

TABLE B	TOM	UNAIDED	SALIENCE
Kotoko	38%	57%	95%
Hearts of Oak	41%	53%	94%
Berekum Chelsea	6%	63%	69%
Liberty Professionals	5%	53%	58%

Heart of Lions	2%	49%	51%
Arsenal	2%	46%	48%
RTU	0%	46%	46%
Faisal	2%	41%	43%
Tema Youth	1%	38%	39%
Ash Gold	0%	34%	34%
Wa All Stars	0%	34%	34%
Aduana Stars	1%	29%	30%
Medeama Sc	1%	28%	29%
Dwarfs	1%	25%	26%
Edubiase FC	2%	19%	21%
Amidaus Professionals	0%	16%	16%

Even, the clubs with the strongest fan base – Hearts of Oak and Asante Kotoko fall on TOM with percentages less than 50%. In total only these two traditional clubs have the highest spontaneous awareness of 94% and 95% respectively. This is however greatly helped with the unaided awareness scores. Over half the teams in the league have salience scores below 50%. This leads us to the conclusion that the teams’ total awareness is as a result of the aided awareness.

This means that overall most teams actually have very low awareness among the individuals in Accra, even those individuals that do follow the premiership competition. The aided awareness scores are shown in Table C below.

TABLE C	SALIENCE	Aided Awareness	Total Awareness
Kotoko	95%	5%	100%
Hearts of Oak	94%	6%	100%
Berekum Chelsea	69%	30%	99%
Liberty Professionals	58%	41%	99%
Heart of Lions	51%	42%	93%
Arsenal	48%	50%	98%
RTU	46%	48%	94%
Faisal	43%	54%	97%
Tema Youth	39%	54%	93%
Ash Gold	34%	62%	96%

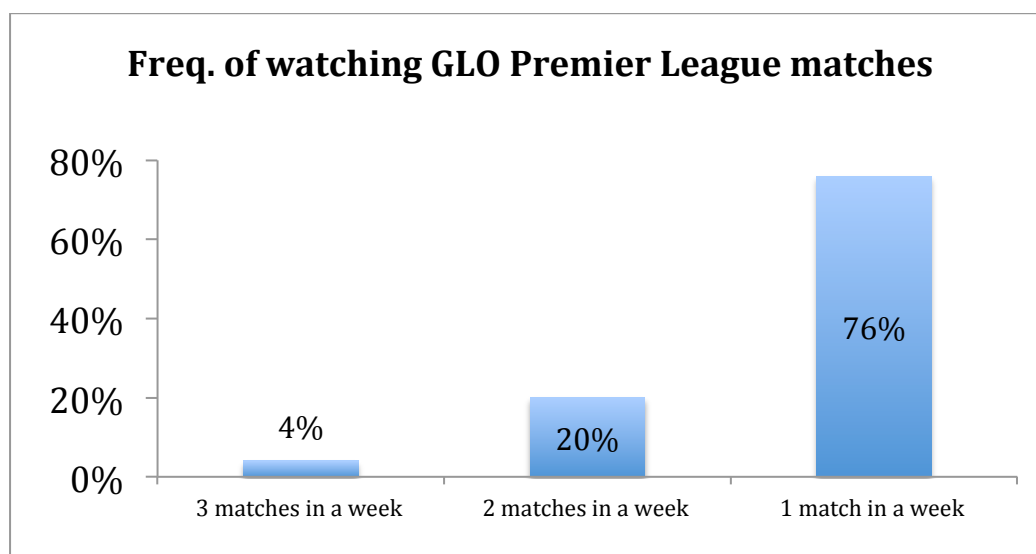
Wa All Stars	34%	64%	98%
Aduana Stars	30%	66%	96%
Medeama Sc	29%	54%	83%
Dwarfs	26%	70%	96%
Edubiase FC	21%	74%	95%
Amidaus Professionals	16%	62%	78%

4.5 Introducing Foreign Leagues

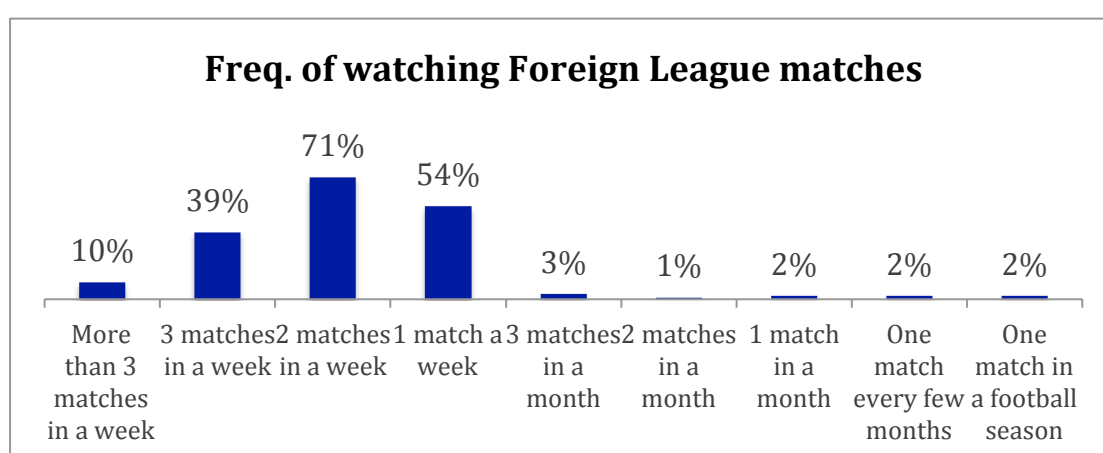
The 125 respondents that were regular watchers of the GLO Premier League were queried based on those that also watch foreign league matches. Based on the responses, 121 people out of the 125 were regular watchers of foreign league competitions. That is, 97% of Glo Premiership watchers were also Foreign league enthusiasts.

4.6 Frequency of Glo Premier League viewership vs. Foreign League viewership

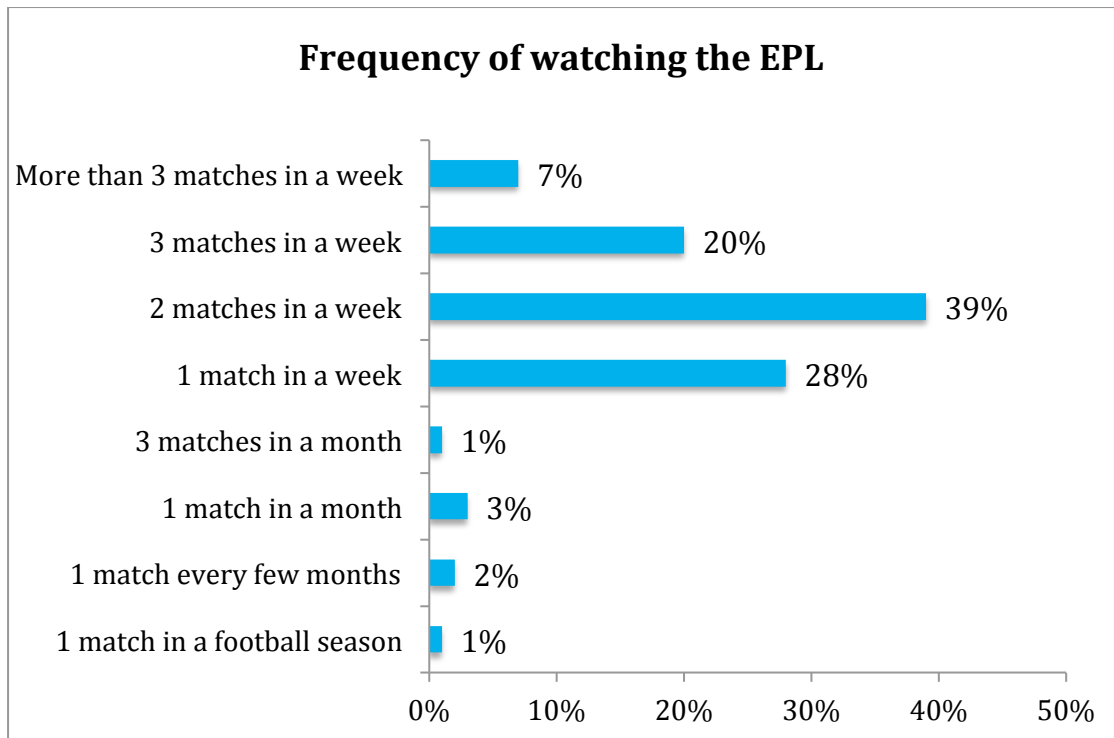
Out of a base of 125 respondents that follow the Glo Premier League, 76% said they watch 1 match per week. This is represented in the in the graph below.



However, when compared to those individuals that also regularly watch Foreign League matches, it is noticed that a greater number of people are more frequent watchers of the foreign matches than of the local matches. The graph below shows the percentage of frequency of viewership of foreign league games. It is a combination of all the foreign competitions respondents watch. Most respondents said they watch 2 foreign league games a week, with a substantial number 39% and 10% stating they watch 3 matches a week and more than 3 matches a week respectively.



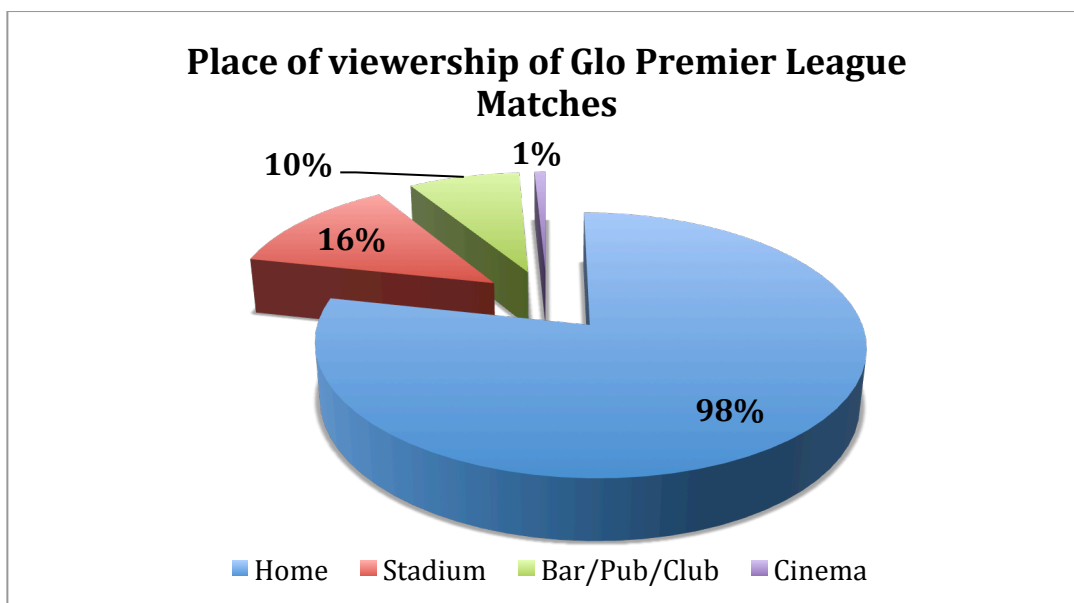
If we take the most popular foreign league among respondents i.e. the English Premier League (EPL) which has a viewership percentage of 95% i.e. 115 respondents said they also follow the EPL - and plot how often respondents stated they watch matches, we find the same being true – respondents are more frequent watchers of the English Premier League than the Glo Premier League. The graph below represents the frequency of watching the EPL.



While 20% of the 125 respondents stated they would watch 2 matches of the Glo Premier League per week, 39% of the 115 respondents that watch the EPL stated they would watch 2 matches per week, 20% stated they watch 3 matches per week and 7% said they watch more than 3 matches per week.

4.7 Stadium Attendees

Based on the data acquired, it was observed that most respondents watch the Glo Premier League at home rather than anywhere else, with a percentage score of 98% versus a stadium percentage score of 16%.



Furthermore, when queried about their **most often** location of viewership the score of watching at home versus watch at the stadium was 95% and 2% respectively.

The reasons respondents gave for watching the matches at these specific places are as follows:

At home (Base = 122)	
I enjoy watching it in the comfort of my home	63%
Because of my time schedule	20%
It is cost effective	11%
Due to violence at the stadium	6%
It is shown on TV	5%
It is stressful getting to the stadium	4%
At the stadium (Base = 20)	
To see the players in real life	50%
To watch live soccer	25%
To support my favourite team	25%
I enjoy the large crowd & supporters	10%
I go there because of my friends	10%
To watch the skills being displayed	5%
At bars/pubs/clubs (Base = 13)	
To argue/debate with friends	54%
It is more relaxing	23%
Easily accessible when in town	15%

Only place I can access the matches	8%
It is cheaper to watch it there	8%
At the cinema (Base = 1)	
To argue/debate	100%

4.7.1 Frequency of attending stadiums

The frequency of attending stadium among those that go was low, with majority (65%) stating they only go **once in a while** and 25% stating they go **once a week**.

4.7.2 Stadium Non-attendants

Of the 125 respondents, 84% stated they do not patronize the stadium during Glo Premier League matches. Their reasons for not going to the stadium is as follows:

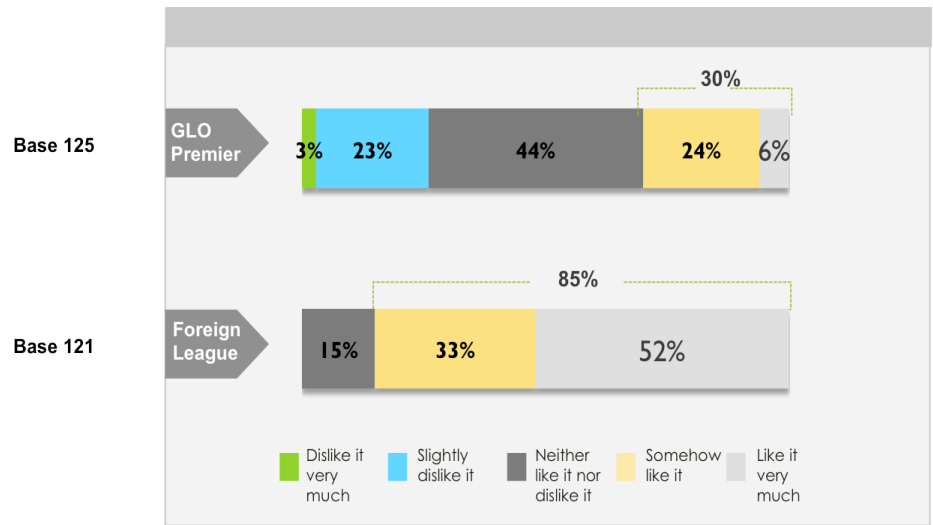
Reasons for not patronizing stadium	Percentage
My time schedule doesn't permit me	33%
Because of violence at the stadium	24%
The gate fee is expensive	11%
Due to financial problems	10%
The security at the stadium is poor	10%
They don't play good football	5%
It is too stressful	5%
It is a waste of money	3%

4.8 Measures of Attributes

4.8.1 Overall Likeability – Glo Premier League vs. Foreign League

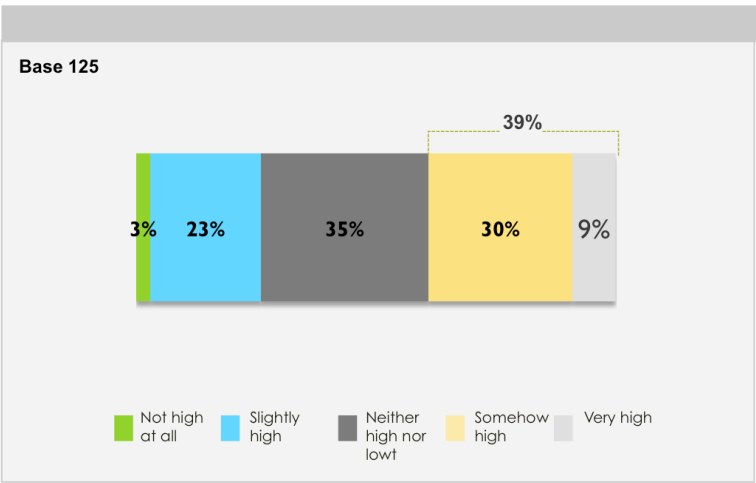
When comparing respondents' overall likeability of the Glo Premier League to their overall likeability of Foreign Leagues we notice that their likability of the local competition falls significantly farther than that of the

foreign competitions. The foreign competition scored positively on TOP 2 Box with 85% while the local league scored 30%.



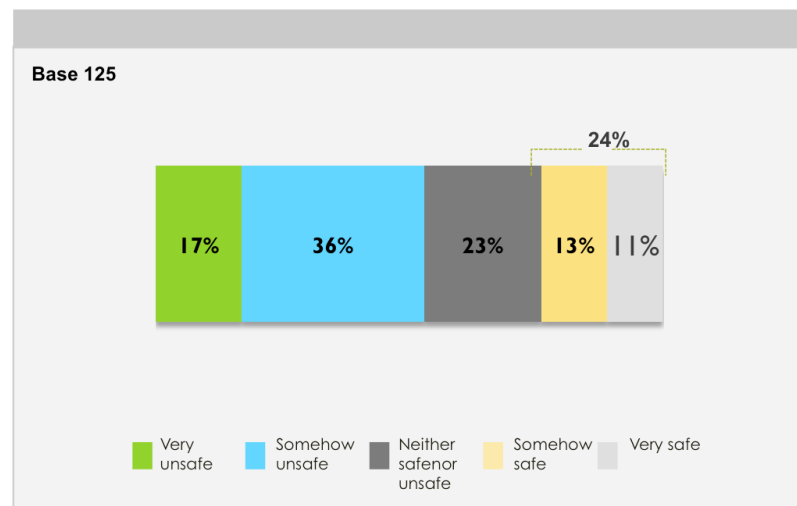
4.8.2 Measure of Quality of Play

Respondents ranked quality of play of the Glo Premier League as low with a TOP 2 Box rating of 39%. This therefore tells that even those respondents that do watch the league have a low opinion of the level of play of the players.



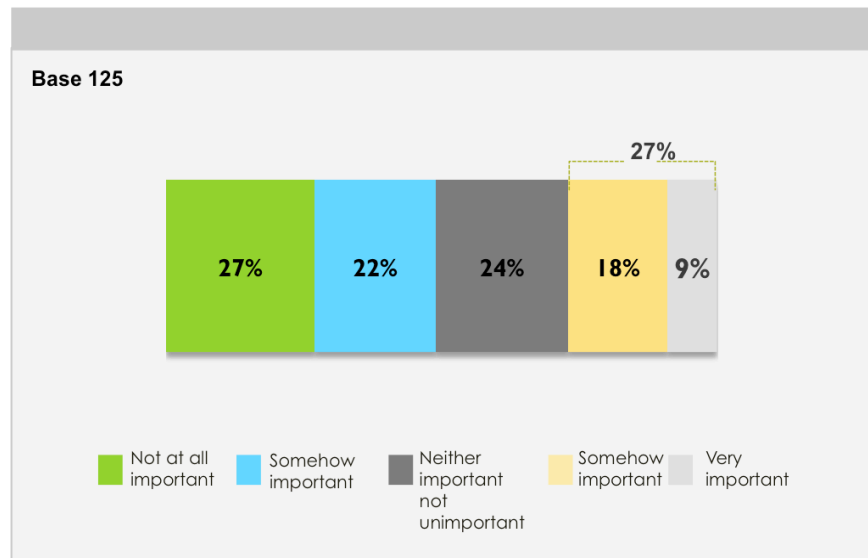
4.8.3 Measure of Safety of Stadiums

Respondents rated stadiums as being very unsafe with Last 2 box of 53% and only 24% as the TOP 2 Box. This is attributed to the lost trust the Ghanaian people have in the infrastructure of the stadiums as a result of the May 9th



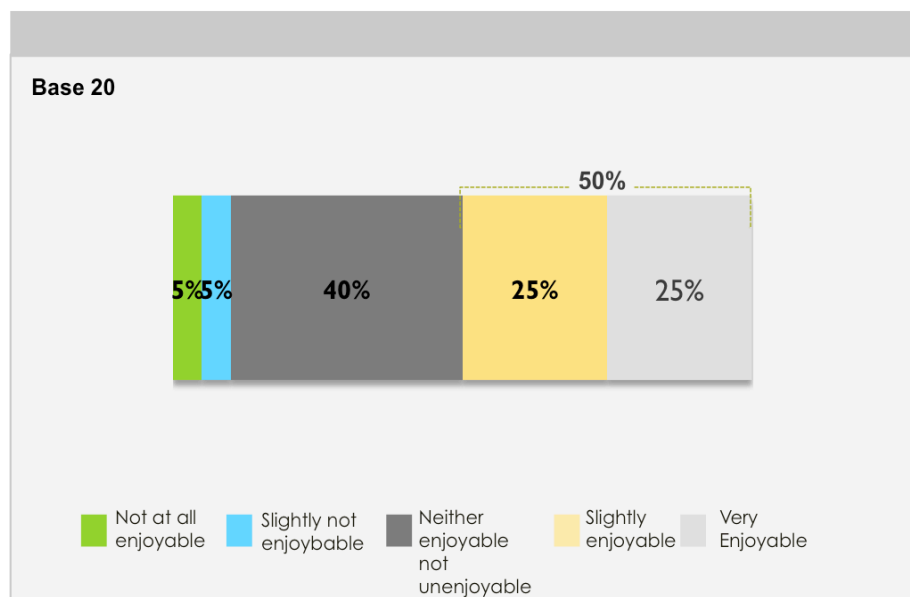
4.8.4 Measure of Perception of the Importance of Patronizing the stadiums

Based on the response, the indication was the respondents do not understand their importance to the success of a league and viewed attending the league games as an unimportant aspect in their lives. Only 27% of respondents thought it was important.



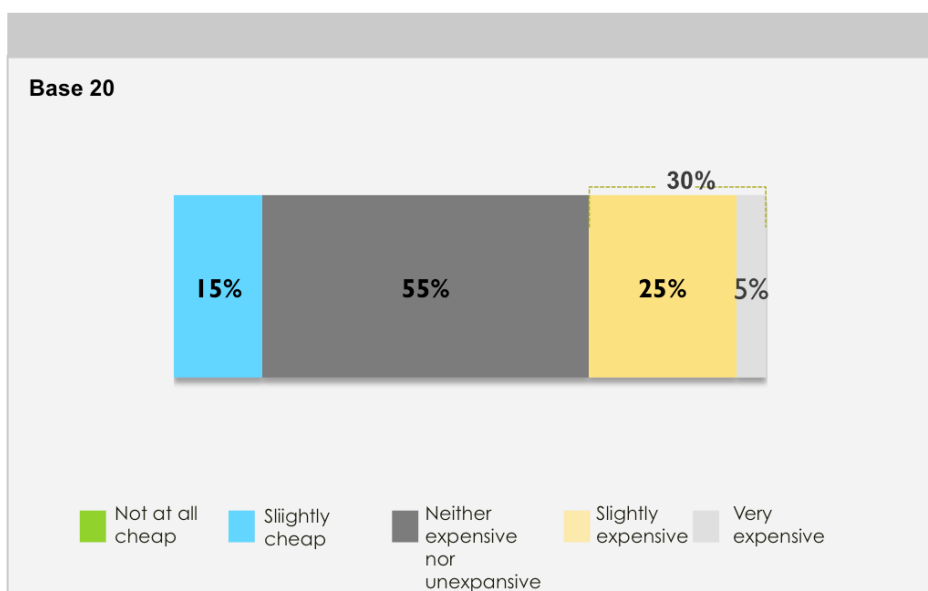
4.8.5 Measure of Enjoyment of Attending Matches at stadiums

The 20 respondents that do patronize the stadium were then asked on their enjoyment of attending the matches. The results were not favourable with only 50% being achieved on TOP 2 box and 40% of people being indifferent towards attending the matches.



4.8.6 Measure of Price Perception of Attending matches at stadiums

While price did not seem to be a major issue with those that do attend the matches as can be seen in the graph below.

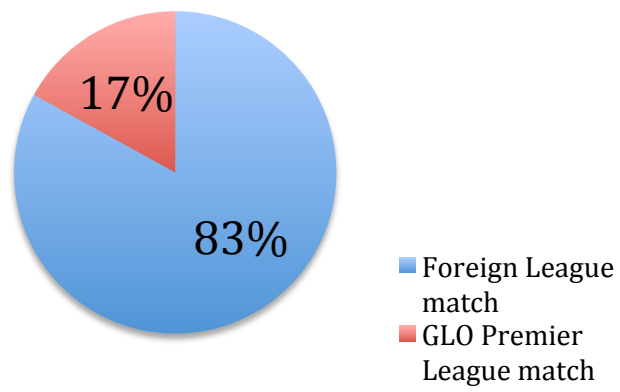


Upon querying all respondents of the cost involved in attending the matches versus attending elsewhere it was realized that it was far cheaper for respondents to watch matches elsewhere as their cost ranges from paying nothing at all to GHc2, whereas, at the Accra Sports Stadium for example, the price ranges from GHc2 – GHc7.

4.9 Preference Test: Glo Premier League match vs. Foreign League match

Finally, respondents that follow foreign leagues were asked to choose which match they would watch; a foreign one or a local one should the matches be shown at the same time. The preference for foreign league matches was overwhelming with 83% of the 121 respondents stating they would rather watch foreign games.

Foreign match vs. Local match



Chapter 5

Summary and Conclusions

5.1 Summary

To summarize the findings, one notices that the problems plaguing the football industry and specifically the Glo Premier League stadium attendance are numerous. Followers do not have trust in the safety of the stadiums, they think the quality of play is low and some view it as a waste of time. Furthermore, all clubs are lacking on total awareness. This includes the two strongest and traditional clubs – Asante Kotoko and Hearts of Oak. They especially lack on Top-of-Mind awareness. Another problematic factors is the fact that the young and promising players were leaving the league to play in foreign leagues thus depriving Glo Premier League supporters of “role models” and “stars”. Finally, even majority of the regular supporters of the Glo Premier League are willingly to by-pass watching a local match for a foreign league match should they be playing at the same time. Finally, the most pressing matter that came up during the qualitative phase was the issue of finance. The organizational bodies as well as the clubs lack funds in a major way. They also find it hard to acquire sponsorships due to there being low fan base as sponsors look to the fan base when deciding on supporting a club or not. The state of the Glo Premier League is not a merry one.

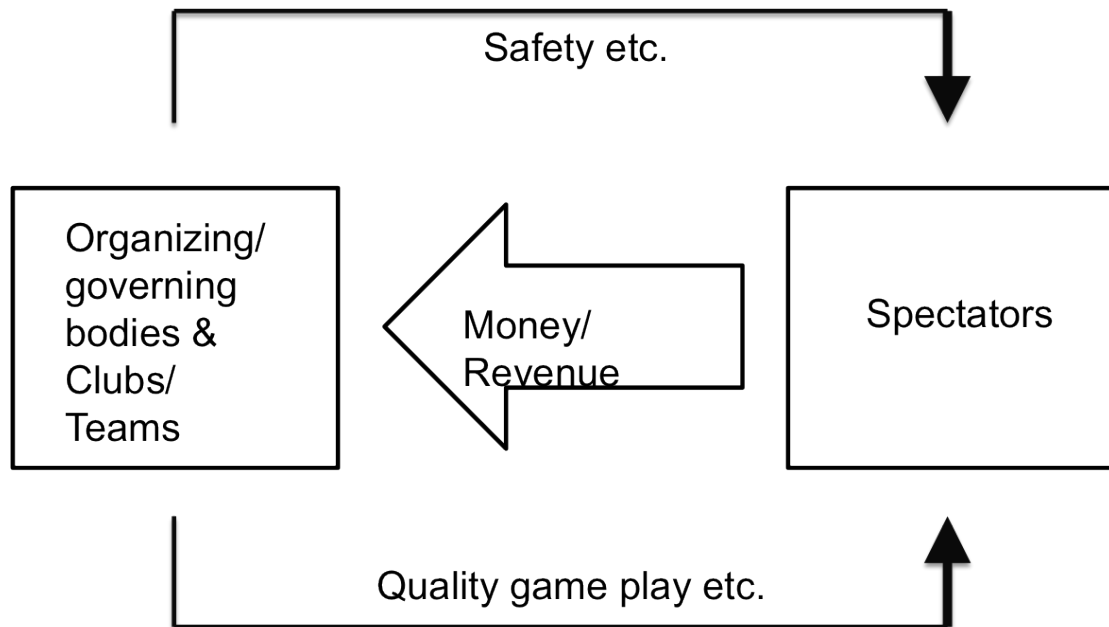
5.2 Recommendations

Based on the findings, the organizers and governing bodies need to first of all develop the infrastructure of stadiums in terms of seats, flood-lights,

changing rooms etc. as well as making sure the structure is safe and secure. Secondly, the governing bodies of build trust in the consumers. They need to undertake educational campaigns showing people the infrastructural changes and assuring them of the safety. The consumers need to be encouraged about attending the stadiums and must be educated on the fact that their contribution is directly proportional to the success of the league. Furthermore, as people seem to greatly support Hearts of Oak and Asante Kotoko predominantly because they are traditional teams, the organizers can build on this and appeal to the emotions of the consumers to support something that is of national pride. Asante Kotoko and Hearts of Oak need to build on their advantage of having a higher comparable fan base. Clubs must undertake activities that would help build brand awareness and love between themselves and people that watch football. A number of things can be done, such as volunteering at orphanages and alerting the media or taking drives through their home neighbourhoods on a open bus/truck with loud music to attract attention to themselves. Additionally, they need to help increase the side attractions at the stadiums, as people do not view attending the stadiums as enjoyable. There are other factors that were problematic such as the wages that players were being paid and thus were leaving at the first opportunity to play in foreign leagues.

However, in trying to improve on all the above, the major challenge is finance. Governing bodies need money to be able to resolve the issues facing the league and depriving the stadiums of spectators. The current situation is a destructive cycle that if it goes on, the Premier League is destined to collapse. The spectators provide revenue to the organizers

and clubs/teams in return for quality matches, assurance of safety at the stadium, enjoyment and basically value for money. This is the ideal situation as represented below:



However, should there be issues/factors that are lacking, such as safety, quality of play etc. the spectators stop patronizing the stadiums and those factors are made worse since now the government can not afford to better it to attract the consumers any longer. There results in a divide that keeps widening as the less supporters there are the less likely the problems are solved which in turn reduces supporters further and so on. However, the cost accrued by the governing bodies and clubs are unchanged or rising since they continue organizing matches.

Therefore, organizing bodies and clubs need to form a campaign working towards increasing finance. They need to come up with long-term solutions to ascertain a perpetual inflow of money into the Premier League. They need to form a united front and come up with business

plans and projections that would entice foreign investors into investing in the Premier League. When problematic areas are resolved, the consumers targeted would evolve as well since individuals of higher classes will be more inclined to attend matches.

Finally, an appeal must be made to the government to sponsor the Premier League without expecting to have a say in decision-making. As per FIFA regulations, governments are not forbidden from taking part in the decision-making and policies of football in a country. The football industry is an autonomous industry in which governments have no say. However, government intervention is needed in terms of finance for the survival of the Premier League.

Bibliography

Barry O'Mahony, J. V. (2009). A Model of Predictors of Attendance at Major Sporting Events .

Bediako, K. (2012). *The Complete History of the Ghana Football League 1958 - 2012*. Accra, Ghana: Ken Bediako.

Blair, T. (n.d.). *An Uplifting Power: Time*. Retrieved from Time:
http://www.time.com/time/specials/2007/article/0,28804,1815747_1815707_1815657,00.html

Boodoo, G. M. (1982). On Describing an Incidence Sample. *Journal of Educational Statistics* , 7 (4), 311-331.

Broadcasting live matches and stadium attendance. (2012, 9 26). Retrieved 3 2013, from Football Perspectives: <http://footballperspectives.org/broadcasting-live-matches-and-stadium-attendance>

Council of Europe. (2001). The European Sports Charter (revised). Brussels: Council of Europe

Dennis Coates, B. R. (2003). *Novelty effects of new facilities on attendance at professional sporting events* . University of Maryland Baltimore College, Economics Department. University of Maryland Baltimore College.

Dr. Soonhwan Lee, D. C.-J. (2003). An Investigation of Environmental Motivation Factors Affecting Fans of Minor League Baseball. *The Sports Journal* , 3 (3).

Ehsan Javanmardi, D. K. (2011). A Study of Factors Affecting the Demand for Watching Football in Stadiums. *Sport Management International Journal* , 7 (2).

FIFA. (2011, 7 11). *Almost half the world tuned in at home to watch 2010 FIFA World Cup South Africa*. Retrieved 3 2013, from FIFA:
<http://www.fifa.com/worldcup/archive/southafrica2010/organisation/media/newsid=1473143/index.html>

- FIFA. (n.d.). *Classic Football: History*. Retrieved 3 2013, from FIFA:
<http://www.fifa.com/classicfootball/history/game/historygame1.html>
- FIFA. (2009, 12 3). *FIFA Executive Committee holds historic meeting in Robben Island*. Retrieved 3 2013, from FIFA:
<http://www.fifa.com/aboutfifa/organisation/news/newsid=1143269/index.html>
- FIFA. (n.d.). *FIFA Partners: Coca Cola*. Retrieved 3 2013, from FIFA:
<http://www.fifa.com/aboutfifa/organisation/marketing/fifapartners/cocacola.html>
- Hansen, H. G. (1989). Factors affecting attendance at professional sport events. *Journal of Sport Management* , 3 (1), 15-32.
- How we help: Homeless World Cup*. (n.d.). Retrieved 4 2013, from Homeless World Cup: <http://www.homelessworldcup.org/how-we-help>
- Kahle, L. R. (1996). A functional model of fan attendance motivations for college football. *Sport Marketing Quarterly* , 5 (4), 51-60.
- Lambrecht, K. W., Kaefer, F., & Ramenofsky, S. D. (2009, 9 1). Sportscape factors influencing spectator attendance and satisfaction at a professional golf association tournament. *Sport Marketing Quarterly* .
- Mendel, R. A. (2000, 5). *The International Child and Youth Care Network*. Retrieved 3 2013, from <http://www.cyc-net.org/cyc-online/cycol-0500-mendler.html>
- Nsehe, M. (2011, 6 21). *The Highest-Paid African Soccer Players*. Retrieved 3 2013, from Forbes:
<http://www.forbes.com/sites/mfonobongnsehe/2011/06/21/the-highest-paid-african-soccer-players/>
- Ozanian, M. (2013, 1 27). *Manchester United Becomes First Team Valued At \$3 Billion*. Retrieved 3 2013, from Forbes:

<http://www.forbes.com/sites/mikeozanian/2013/01/27/manchester-united-becomes-first-team-valued-at-3-billion/>

Sportscotland.(2003). Sports 21:2003 - 2007. The National Strategy for Sport. Edinburgh. Sportscotland

Shavitt, S. (1989). Products, Personalities and Situations in Attitude Functions: Implications For Consumer Behavior. *Advances in Consumer Research* , 16, 300-305.

Sloan, L. (1989). *The Motives of Sports Fans*. (G. a. In J.H. Goldstein (Ed.) Sports, Ed.) Hillsdale, N.J: Lawrence Erlbaum Associates.

Trail, G. T., & James, J. D. (2001). The Motivation Scale for Sport Consumption: Assessment of the Scale's Psychometric Properties. *Journal of Sport Behavior* .

United Kingdom Cabinet Office. (2002). *Game Plan: A strategy for delivering Government's sport and physical activity objectives*. United Kingdom Cabinet Office.

Villar, R. M. (2009, 10). Brazilian Football: What Brings Fans to the Game? *Journal of Sports Economics* .

WHO, W. H. (2010). *Global status report on noncommunicable diseases 2010*. Geneva: WHO Press.

WHO, W. H. (n.d.). *Physical Activity*. Retrieved March 2013, from World Health Organization: <http://www.who.int/dietphysicalactivity/pa/en/index.html>

WHO, W. H. (2012). *World Health Statistics 2012*. Geneva: WHO Press.

Zhang, J. J. (2001). Sociomotivational Factors Affecting Spectator Attendance at Minor League Hockey Games. *Sport Marketing Quarterly* , 10 (1), 43-56.

APPENDIX

Names of Clubs in Glo Premier League:

- Hearts of Oak
- Kotoko
- Berekum Chelsea
- Liberty Professionals
- Wa All Stars
- Arsenal
- Faisal
- Dwarfs
- Aduana Stars
- Ash Gold
- Edubiase FC
- RTU
- Tema Youth
- Heart of Lions
- Medeama Sc
- Amidaus Professionals